

# Behavioral Interviewing

## Advanced Section: Step #3

### Sources of Information

## Objectives

- ◆ At the completion of this section you should be able to:
  - ◆ Describe advantages and disadvantages of the major information sources used to determine qualities of job applicants.
  - ◆ Determine the role of major information sources in screening job applicants.
  - ◆ Integrate information from these sources into the overall interviewing process.

## KEY Sources of Information for Job Interviewing

- ◆ Application
- ◆ Resume or curriculum vitae
- ◆ Transcript(s)
- ◆ Interview
- ◆ References



## KEY Sources of Information for Job Interviewing

While interviewing will be your main sources of finding the best candidate . . .  
Other sources of information can help you learn more about applicants.

## KEY Sources of Information for Job Interviewing

- ◆ Let's look at the:
  - ◆ Purpose
  - ◆ Advantages and disadvantages
  - ◆ How to make the most out of these sources of information

## Applications

- ◆ Purposes:
  - ◆ Act as a nucleus for human resource records
  - ◆ Provide means of getting standardized information from all candidates
  - ◆ Serve as a basis for the interview



## Applications

- ◆ **Advantages:**
  - Arrange job-related information in a standardized format.
  - Starting point for reviewing candidates.
  - Make sorting and pre-screening easier.
  - Provide information difficult to ask, such as felony records.
- ◆ **Disadvantages:**
  - Limited written information is obtained.
  - Information may be falsified or exaggerated.
  - Amount of information is limited.

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## Making the Most of An Application

- ◆ Use as a pre-screening tool to shortcut lists of candidates.
- ◆ Scrutinize for writing, spelling, and grammar skills.
- ◆ Relate to job requirements--education, experience, specialized training, etc.

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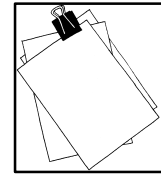
## Making the Most of An Application

- ◆ Use applicant information to design behavioral questions related to areas of education or experience.
- ◆ Look for gaps in employment.
- ◆ Look for patterns in jobs, interests, education.
- ◆ Look for reasons for leaving prior positions.

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## Making the Most of an Application

- ◆ Write down the positives and negatives of each candidate.
- ◆ Use these points to develop behavioral-based questions for the interview.



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## Questions Such As . . .

- ◆ "I noticed that in 1994, you didn't list employment from April to November. What were you doing during this time?"
- ◆ "On your application, you didn't give a reason for leaving your job as a clerk at Monroe Hospital. Can you tell me why you left?"

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## Resume and Curriculum Vitae

- ◆ **Purposes:**
  - A self-documentation of education, experience, special awards and accomplishments.
  - Provide means of getting standardized information from all candidates.
  - Serve as a basis for the interview.

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## Resume and Curriculum Vitae

### ◆ Advantages:

- Provides history of work and professional accomplishments.
- Self assessment of applicant.
- Fast, inexpensive way to get an overview of candidates.

### ◆ Disadvantages:

- May favor some socioeconomic groups in relation to opportunity.
- Today, many people obtain help in developing.
- Rely on candidate's honesty.

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## Making the Most of a Resume or Curriculum Vitae

- ◆ Look for signs of achievement and accomplishment related to the job.
- ◆ Look for specifics in terms of experience and skills.
- ◆ Look for qualifiers used to exaggerate experiences--had exposure to, assisted with, was part of.
- ◆ Scan for grammar, spelling, neatness and style.

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## Making the Most of a Resume or Curriculum Vitae

- ◆ To reduce bias, use only information that is related to the job.
- ◆ Look for clues to motivation, energy and stability--interests, hobbies, community work.

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## Transcript(s)

### ◆ Purposes:

- To obtain a history of the academic achievements of an applicant.
- To see how the education of the applicant applies to the job.
- To get a perspective of the intellectual capabilities of an applicant.

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## Transcript

### ◆ Advantages:

- Let's you see if an applicant's education is related to a specific job.
- Can offer a perspective of intelligence, motivation, and ability to be self-directed.
- Offers an opportunity to build questions on academic records.

### ◆ Disadvantages:

- Offers a snapshot of time in an applicant's life.
- Good or bad academic records are the result of many variables.
- Focus on theoretical knowing and not on practical application.

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## Making the Most of a Transcript

- ◆ Look to see if the education relates to the job.
- ◆ Look at grades in courses that are important to the job--science Vs. business Vs. English, etc.
- ◆ Look for inconsistencies and write questions to clarify.
- ◆ Look for what you can build on in terms of skills.

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## Questions Such As . . .

- ♦ “I noticed you got average grades your first two years in school and A’s and B’s your last two years. How do you explain the differences?”
- ♦ “Give me an example of how you have applied your coursework in computer science to a job situation. Be specific and tell me some outcomes you have achieved.”

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## References

### ♦ Purposes:

- ♦ To obtain relevant additional information about the top job candidates.
- ♦ To verify information obtained from candidates.

$$1 + 1 = 3$$

Other  
Information

Reference  
Checks

Good  
Decision

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## References

### ♦ Advantages:

- ♦ If well structured, are a valuable tool.
- ♦ Can verify or elaborate on information obtained during interview.
- ♦ Provides additional information to interview process.

### ♦ Disadvantages:

- ♦ Employers may omit critical information.
- ♦ Employers may fear legal implication of giving poor reference.
- ♦ No foolproof way to receive accurate information.

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## Making the Most of Reference Checks

### ♦ During the interview, explore the candidate’s choice of references:

- ♦ Who are they?
- ♦ What was the working relationship with the candidate?
- ♦ When and how long was the working relationship?
- ♦ If questions, ask about suitability or other references!

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## Making the Most of Reference Checks

- ♦ Develop behavioral questions for reference checks that focus on critical job analysis factors (refer to Section #8).
- ♦ Conduct reference checks after the job interview--to verify and elaborate on responses.
- ♦ Start with a clear, concise description of what the job entails.

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## Making the Most of Reference Checks

- ♦ Always get a reference check from the most current immediate supervisor and if possible, the supervisor’s supervisor.
- ♦ Always end with the rehire question.
- ♦ Do not use the reference check to make your final decision--take all information into consideration.

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## **Final Words of Wisdom About References**

- ◆ There is no foolproof way to get valid, accurate reference checks--especially in these litigious times.
- ◆ Use behavioral questions.
- ◆ Don't over-rely or under-rely on ill-defined or unsolicited information.
- ◆ Use job-related, objective feedback to influence your judgment and final decision.

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## **Final Words of Wisdom About References**

- ◆ Use additional sources of information as complementary to the interview.
- ◆ Scrutinize these sources to get the most out of them so you can focus on job specific areas during the interview.
- ◆ Use the interview to clarify any discrepancies found in the sources.

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**And may these additional  
sources of information give you  
more insight into your job  
applicants . . .**

**And assist you in  
making the best  
choice!!!**



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